

TASK ORDER (TO)

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Intelligence, Surveillance, and Reconnaissance (ISR)

in support of:

480th Intelligence, Surveillance, and Reconnaissance Wing (480 ISRW) and Air Combat Command (ACC) subordinate organizations

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SECTION C – PERFORMANCE WORK STATEMENT

C.1 BACKGROUND

The 480th Intelligence, Surveillance, and Reconnaissance Wing (480 ISRW) is a subordinate unit of United States Air Force (USAF) 25th Air Force (25 AF), and serves as the USAF's leader in globally networked ISR operations. 25 AF is aligned under Air Combat Command (ACC) and its primary mission is to provide ISR products, applications, capabilities, and resources, to include cyber and geospatial forces and expertise. ACC organizes, trains, equips, and maintains combat-ready forces for rapid deployment and employment while ensuring strategic air defense forces are ready to meet the challenges of peacetime air sovereignty and wartime air defense. Irregular Warfare (IrW) threats continue to drive the USAF's strategic, operational, and tactical mission sets; planning and intelligence gathering activities; training requirements development; and mission readiness requirements. Regional threats, including hostile nation states, terrorist organizations, and extremists acting alone or in concert with global organizations, and global threats are prolific across the world. The threat environment throughout the world is continually evolving with new threats emerging every day. The USAF must adapt to defend the homeland, advance its strategic interests, provide global security, and prepare forces for theater. Combating these threats requires the military to possess significant knowledge of the strategic, operational, and tactical environments in order to permit coordinated and informed USAF operations. The military must constantly conduct analyses and assessments of the current threat environment (e.g., Electronic Warfare (EW)) in order to identify capabilities such as non-kinetic effects and Ballistic Missile Defense (BMD) measures that can be utilized by the U.S. military to combat evolving and emerging threats and protect deployed forces.

IrW will continue to drive the USAF's training and mission readiness requirements to meet U.S. Combatant Commander needs for capable military forces. The USAF must be agile in developing Tactics, Techniques, and Procedures (TTPs) to increase mission effectiveness. IrW analyses, assessments, and training are critical to the USAF to ensure forces are adequately prepared for deployment to theater.

The 480 ISRW and ACC subordinate organizations continue to need ISR to meet its vital mission requirements.

C.1.1 PURPOSE

The purpose of this TO is to provide subject matter expertise and support for 480 ISRW and ACC subordinate organizations' ISR requirements. This TO will provide 480 ISRW and ACC subordinate organizations with ISR expertise, services, and support to identify and analyze emerging threats and provide potential capabilities the United States (U.S.) military can utilize to combat these threats. These activities include training and operational support, intelligence oversight activities, intelligence analysis and targeting, Processing, Exploitation, and Dissemination (PED), strategy development, exercise and test support, and other ISR Operational Test and Evaluation (OT&E) and operational responsibilities at both steady state and contingency locations worldwide.

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C.1.2 AGENCY MISSION

C.1.2.1 480 ISRW

ACC develops strategy, doctrine, concepts, tactics, and procedures for air and space-power employment. 480 ISRW is the lead wing designation for the AF Distributed Common Ground System (DCGS), as well as national cryptologic, Information Technology (IT), cyber ISR, tactical analysis, Combined Forces Air Component Commander-support, and national-to-tactical signals intelligence integration.

C.2 SCOPE

The scope of this TO is to provide the services identified in this Performance Work Statement (PWS) to 480 ISRW, ACC, 25 AF, 363 ISRW, and Air Force Space Command (AFSPC). Services shall be provided to USAF and its commands and associated organizations.

The places of performance will be at multiple Contiguous United States (CONUS) military bases identified in **Section F.2**. Additionally, long-distance travel, including Outside Contiguous United States (OCONUS) support, will be provided as needed and reimbursed in accordance with travel regulations.

C.3 CURRENT ENVIRONMENT

All TO work is completed in accordance with AF doctrine contained at <http://www.e-publishing.af.mil/Product-Index/> and GSA Policy expressed herein.

C.4 OBJECTIVE

The overall objective of the TO is to provide the 480 ISRW and ACC subordinate organizations with a highly effective and efficient intelligence gathering, analysis, and distribution program as well as to provide training to facilitate ISR operations. The contractor shall assist with integrating into alignment the 480 ISRW and ACC subordinate organizations' ISR portfolio in order to build synergies, identify and understand ISR interdependencies, develop and maintain consistency in process and procedures, prioritize knowledge sharing, realize efficiencies, and improve ISR operations.

C.5 TASKS

The following tasks are in support of this TO and are detailed below:

- a. Task 1 – Provide Program Management
- b. Task 2 – Provide Transition Support
- c. Task 3 – Provide Analysis and Assessment Support
- d. Task 4 – Provide Training Support

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C.5.1 TASK 1 – PROVIDE PROGRAM MANAGEMENT

The contractor shall provide program management support under this Task Order (TO). This includes the management and oversight of all activities performed by contractor personnel, including subcontractors, to satisfy the TO PWS.

The contractor shall provide strategic enterprise-level guidance that integrates support across all task areas, ensure support is in accordance with this TO requirements, schedule meetings, and provide deliverables in accordance with **Section F**. The contractor shall organize and track all TO work as submitted via work requests by the AF and approved by the FEDSIM Contracting Officer (CO).

The contractor shall facilitate Government and contractor communications, use industry-best standards and proven methodologies to track and document TO requirements and activities to allow for continuous monitoring and evaluation by the Government, and ensure all support and requirements performed are accomplished in accordance with the TO. The contractor shall notify the FEDSIM Contracting Officer's Representative (COR) and a AF Technical Point of Contact (TPOC) via a Problem Notification Report (PNR) of any technical, financial, personnel, or general managerial problems encountered throughout the TO PoP.

C.5.1.1 SUBTASK 1 – ACCOUNTING FOR CONTRACT SERVICES

The contractor shall report ALL contractor labor hours (including subcontractor labor hours) required for performance of services provided under this TO for the ACC via a secure data collection site: the Enterprise Contractor Manpower Reporting Application (ECMRA). The contractor shall completely fill in all required data fields using the following web address: <http://www.ecmra.mil/>.

Reporting inputs will be for the labor executed during the PoP during each Government Fiscal Year (FY), which runs October 1 through September 30. While inputs may be reported any time during the FY, all data shall be reported No Later Than (NLT) October 31 of each calendar year. Contractors may direct questions to the support desk at: <http://www.ecmra.mil/>.

Contractors may use Extensible Markup Language (XML) data transfer to the database server or fill in the fields on the website. The XML direct transfer is a format for transferring files from a contractor's systems to the secure web site without the need for separate data entries for each required data element at the website. The specific formats for the XML direct transfer may be downloaded from the web.

C.5.1.2 SUBTASK 2 – COORDINATE A PROGRAM KICK-OFF MEETING

The contractor shall schedule, coordinate, and host a Project Kick-Off Meeting within 15 days of award at the location approved by the Government. The meeting will provide an introduction between the contractor personnel and Government personnel who will be involved with the TO. The meeting will provide the opportunity to discuss technical, management, and security issues, and travel authorization and reporting procedures. At a minimum, the attendees shall include Key contractor Personnel, relevant AF ACC Government personnel, FEDSIM CO, and FEDSIM COR.

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At least three days prior to the Kick-Off Meeting, the contractor shall provide a Kick-Off Meeting Agenda (**Section F, Deliverable 01**) for review and approval by the FEDSIM COR and the ACC TPOC prior to finalizing. The agenda shall include, at a minimum, the following topics/deliverables:

- a. Points of Contact (POCs) for all parties.
- a. Personnel discussion (i.e., roles and responsibilities and lines of communication between contractor and Government).
- b. Staffing Plan and status.
- c. Transition-In Plan and discussion.
- d. Security discussion and requirements (i.e., building access, badges, Common Access Cards (CACs)).
- e. Invoicing requirements.
- f. Timelines for all deliverables due within the first 30 days of the TO.
- g. Initial travel requirements.

The Government will provide the contractor with the number of Government participants for the Kick-Off Meeting, and the contractor shall provide sufficient copies of the presentation for all present.

The contractor shall draft and provide a Kick-Off Meeting Minutes Report (**Section F, Deliverable 02**) documenting the Kick-Off Meeting discussion and capturing any action items.

C.5.1.3 SUBTASK 3 – PREPARE A MONTHLY STATUS REPORT (MSR)

The contractor shall develop and provide an MSR (**Section J, Attachment F**) (**Section F, Deliverable 03**). The MSR shall include the following:

- a. Activities during the reporting period, by work request (include ongoing activities, new activities, and activities completed, and progress to date on all activities). Each section shall start with a brief description of the work request and supported organization and will be organized by task and subtask.
- b. Problems and corrective actions taken. Also, include issues or concerns and proposed resolutions to address them.
- c. Personnel gains, losses, and status (security clearance, etc.).
- d. Government actions required.
- e. Schedule (show major tasks, milestones, and deliverables; planned and actual start and completion dates for each).
- f. Summary of trips taken, conferences attended, etc. (attach Trip Reports (**Section J, Attachment G**) (**Section F, Deliverable 07**) to the MSR for reporting period). Trips will be organized by work request and supported organization.
- g. Accumulated invoiced and incurred cost for each work request and supported organization for the previous month.
- h. Projected cost of each organization by work request for the current month.

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C.5.1.4 SUBTASK 4 – PREPARE A PROJECT MANAGEMENT PLAN (PMP)

The contractor shall document all support requirements in a PMP. The contractor shall provide the Government with a draft PMP (**Section F, Deliverable 04**) on which the Government will make comments. The final PMP (**Section F, Deliverable 05**) shall incorporate the Government's comments.

The PMP shall:

- a. Describe the proposed management approach.
- b. Contain detailed Standard Operating Procedures (SOPs) for all tasks by supported organization.
- c. Include milestones, tasks, and subtasks required in this TO by the supported organization.
- d. Provide for an overall Work Breakdown Structure (WBS) with a minimum of three levels and associated responsibilities and partnerships between Government organizations.
- e. Describe in detail the contractor's approach to risk management under this TO specific to each supported organization.
- f. Describe in detail the contractor's approach to communications including processes, procedures, communication approach, and other rules of engagement between the contractor and the Government.
- g. Contain a decision log to provide a concise, centralized record of all decisions, approvals, or agreements affecting the scope, schedule, or internal and/or external deliverables for the TO identified by task and work request and organized by supported organization.
- h. Contain a Communication Plan to identify and track all required communications in support of the PMP, which identifies all key stakeholders and appropriate communications format (meetings, briefings, etc.), content, and schedule for each stakeholder.

C.5.1.5 SUBTASK 5 – UPDATE THE PMP

The PMP is an evolutionary document that shall be updated monthly, at a minimum, and as changes in the program occur (**Section F, Deliverable 06**). The contractor shall work from the latest Government-approved version of the PMP. The contractor shall keep the PMP electronically accessible to the Government at all times.

C.5.1.6 SUBTASK 6 – PREPARE TRIP REPORTS

The Government will identify the need for a Trip Report (**Section J, Attachment G**) (**Section F, Deliverable 07**) when the request for travel is submitted. The contractor shall keep a summary of all long-distance travel including, but not limited to, the name of the employee, location of travel, duration of the trip, and POC at travel location. The Trip Reports shall also contain Government approval authority, the total cost of the trip, a detailed description of the purpose of the trip, and any knowledge gained.

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C.5.2 TASK 2 – PROVIDE TRANSITION SUPPORT

The contractor shall update the draft Transition-In Plan (**Section C.5.2, Deliverable 10**) provided with its proposal and provide a final Transition-In Plan (**Section C.5.2, Deliverable 09**) as required in Section F. The contractor shall ensure that there will be minimum service disruption to vital Government business and no service degradation during and after transition. The contractor shall implement its Transition-In Plan NLT 10 calendar days after award, and all transition activities shall be completed 15 calendar days after approval of final Transition-In Plan (**Section C.5.2, Deliverable 09**).

The contractor shall provide transition-out support when required by the Government. The Transition-Out Plan shall facilitate the accomplishment of a seamless transition from the incumbent to incoming contractor/Government personnel at the expiration of the TO. The contractor shall provide a Transition-Out Plan (**Section C.5.2, Deliverable 11**) to the Government and provide updates in accordance with Section F. The contractor shall identify how it will coordinate with the incoming contractor and/or Government personnel to transfer knowledge regarding the following:

1. Project management processes.
2. POCs.
3. Location of technical and project management documentation.
4. Status of ongoing technical initiatives.
5. Appropriate contractor-to-contractor coordination to ensure a seamless transition.
6. Transition of Key Personnel.
7. Schedules and milestones.
8. Actions required of the Government.
9. A final invoice and close-out schedule with the dates and actions to be completed for TO close-out.

The contractor shall also establish and maintain effective communication with the incoming contractor/Government personnel for the period of the transition via weekly status meetings or as often as necessary to ensure a seamless transition-out.

The contractor shall implement its Transition-Out Plan NLT one month prior to the expiration of the TO.

C.5.3 TASK 3 – PROVIDE ANALYSIS AND ASSESSMENT SUPPORT

The contractor shall conduct global, enterprise-wide intelligence analysis in order to identify and recommend how the U.S. military can best defend itself against fielded and planned worldwide threats. As new global challenges arrive, the contractor shall assess these threats and provide the Government with intelligence analysis, assessments, and various intelligence product briefings and reports (**Section F, Deliverable 14**). The contractor shall provide experienced, qualified analysts to provide operational, technical, and planning support of approximately 50,000 analysis and assessment products and tasks annually, inclusive of AF compliant analysis, targeting, and staff products. Analysts shall be responsible for analyzing multi-source intelligence and processing, exploiting, correlating, and fusing information into a net-centric environment.

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The contractor shall provide Regional Threat Reports (**Section F, Deliverable 26**) which detail the results of the research conducted and the analysis performed, along with recommendations for counter measures to reduce risks associated with any potential and identified threats

The contractor shall track the initiation validation and satisfaction of collection requirements and RFIs (**Section F, Deliverable 14**) while managing project-associated databases and activities for multiple command echelons.

The contractor shall assist ACC in development and fielding of information-centric decision-making technology, TTP, and training to maximize analytical opportunities with AF, Joint, DoD, and other data sources. The contractor shall provide a briefing to the government on all efforts made in this task upon request. (**Section F, Deliverable 16**).

The contractor shall provide support in Collection Requirements Management (CRM), ISR Assessments, Collections Operations Management (COM), and ISR planning in support of AOC/ISRD operations on national, CCMD, and Joint Task Force (JTF)-level ISR tasks with a focus on: theater and national capabilities and processes; ISR Assessments tasks to include the evaluation of Measures of Effectiveness (MoE) and MoP; COM tasks to include collection planning, asset scheduling, and PED resource management; and ISR planning in support of U.S. and coalition force operations. The contractor shall develop written documentation (**Section F, Deliverable 18**) in support of theater CM training initiatives as required.

C.5.4 TASK 4 – PROVIDE TRAINING SUPPORT

The contractor shall implement effective and relevant training on all subtasks identified within this PWS as required. The contractor shall develop applicable courseware (**Section F, Deliverable 27**) for qualification and certification of capabilities and deliver established training to Government, military, and contract personnel on operational capabilities and areas of expertise. Courseware development shall include, but not be limited to, Geospatial Intelligence (GEOINT), Multi-INT, targeting and analysis tradecraft and mission systems, Signals Intelligence (SIGINT), National Tactical Integration (NTI), and intelligence support for all ACC-managed flying and ground AF mission-specific systems. In addition, the contractor shall develop, train, and maintain advanced weaponeering courses (**Section F, Deliverable 17**), targeting and analyst capabilities, and enhanced target support to crisis operations. The contractor shall stay abreast of emerging capabilities TTPs and modify courseware as needed. The contractor shall also stay abreast of analytical tool developments by the Intelligence Community (IC) and industry in order to train analysts on the latest tactics, techniques, and tools to increase the effectiveness and efficiency of assigned tasks/mission. All training and courseware development and execution shall be in accordance with appropriate DoD, Joint, and Service Air Force Instructions (AFIs) and other policy and guidance.

The contractor shall support ACC Intelligence Initial Qualification Course (IIQC) execution and other training activities as directed by the unit Senior Intelligence Officer, lead IIQC Instructor, or ACC staff. The contractor shall support instruction, materials development, course maintenance, and other IIQC administrative management functions as necessary. The contractor shall present/instruct IIQC course academics, support and attend ACC and subordinate office-sponsored training requirements forums, and support associated/parent unit training programs as

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required to maintain currency on Mission Design Series operations and associated intelligence support (between IIQC courses).

The contractor shall implement effective and relevant training to ACC ISR Airmen on all new capabilities including Quick Reaction Capabilities (QRC) fielded by system program offices including, but not limited to, Big Safari System Program Office (SPO). The contractor shall coordinate with SPO during capability development in order to develop and implement operational training for delivered capability. The contractor shall deliver training programs and plans for any new capabilities when required for new ISR systems.

Mobile Applications and Games for Intelligence Courseware (MAGIC) is an unclassified, Government-owned, training program used to teach doctrine and simulate offensive, defensive, and patrolling operations. MAGIC delivers a VR environment with the desired terrain, scenarios, and models for the practical exercise of leadership and organizational behavior skills required to successfully execute unit missions. MAGIC incorporates a variety of threats from near-peer to insurgent/asymmetric, non-combatants, and friendly/coalition forces. MAGIC is a multipurpose tool that can be tailored around an “infinite number of scenarios” to prepare leaders in planning, creating staff positions, offensive and defensive tracking, and proper communication procedures before and after live training events. The contractor shall provide MAGIC updates, briefings, and reports as requested in order to provide training feedback and reviews of individual unit processes. **(Section F, Deliverable 19)**

The contractor shall provide academic, simulator, and inflight training to back-end ISR crews for models RC/TC/WC/OC-135 fleets commensurate with requirements stipulated by current Federal Aviation Administration (FAA), International Civil Aviation Organization (ICAO), aircraft manufacturer technical orders, DoD/USAF Higher Headquarters (HHQ) local guidance, and applicable syllabi. Back-end training may include non-ISR-related aircrew duties such as safety or emergency procedures but is focused on ISR-related crew duties. Training sorties will be non-combat, non-operational. Requirements shall be tailored to produce knowledge and procedural capability for worldwide operations on all operable baselines of Wing aircraft. The preceding requirements shall be updated with each baseline change to ensure currency of instruction during training. The contractor shall provide in-depth data and analysis of training accomplishment, needs, current status, and effectiveness via daily and monthly metrics specific to Programmed Flying Training (PFT) scheduled versus accomplished, effective versus non-effective and other variables as required by the Combat Training Squadron (CTS)/FTU leadership **(Section F, Deliverable 20)**.

The contractor shall teach Non-Kinetic Operations (NKO) integration with space, cyber, Electronic Spectrum (ES) integration. Training events typically are held four times annually, but may vary at the discretion of AF ACC. This shall include, but is not limited to, synchronization matrix creation; execution between, space, cyber, and ES; and more specifically, the execution and integration between the Airborne NKO Commander, call sign CROW, and the Non-Kinetic Duty Officer **(Section F, Deliverable 21)**.

MCTS scenarios training for 1A8X1s and 1A8X2s are required to standardize training and training timelines and create efficiency in training Combat Mission Ready (CMR) 1A8s. The contractor shall develop and maintain MCTS scenarios that are standardized, predictable, and

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adaptable for training to stay relevant with ever-changing adversaries. These scenarios shall require approximately 50 biannual reviews and updates to reflect the current target operational environment (**Section F, Deliverable 22**).

The contractor shall provide academic, practical exercise, and simulator initial or orientation training for AOC/ISR personnel with requirements stipulated in AFIs, local OIs, TTLs, and applicable syllabi. Requirements will be tailored to produce knowledge for applicable AOR operations based on the specific AOC's tasked operations. The contractor shall provide in-depth data and analysis of training accomplishments and assessments of training effectiveness via monthly metrics (**Section F, Deliverable 23**) to address specific needs of AOC leadership.

The contractor shall support the customer as a dedicated Knowledge Manager providing support for ACC and all subordinate NAFs, Centers, and Wings by providing expertise in standardizing Knowledge Management (KM)/Information Management (IM) functions. This includes implementing taxonomy, metadata, metadata strategy, standards, data governance, and security classification guidance and execute retention policies (archival and deletion). The contractor shall establish common taxonomy for file naming conventions, file structures, and metadata tagging to all supported units. The contractor shall capture best practices and share within the enterprise, (**Section F, Deliverable 25**).